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PROGRESS REPORT ON IDEP'S ACTIVITIES

DURING 1988/89 ACADEMIC YEAR

INTRODUCTION

This year under review was to have witnessed the initiation at the Institute of a research and consultancy services programme to provide direct policy advice to African Governments and institutions on various strategies and reforms to alleviate their specific current economic crisis at the country, subregional and regional levels. Unfortunately, the settingup and inauguration of the desired capacity has been delayed and the much anticipated research and consultancy services projects are yet to be realized. Nevertheless, despite the limited capacity in the form of only three full-time teaching/research staff, a significant number of research papers were completed and presented at conferences and seminars. Two of these have since been revised and published, one in a journal and the other in a conference proceedings, while a third has been accepted for publication in a forthcoming book of readings on trade and development in sub-Saharan Africa.

Major efforts were initiated during the year under review towards restructuring the training activities of the Institute. This entailed policy-oriented training activities targeted at selected high-level government officials and executives with responsibilities for policy formulation, execution and follow-up. The traditional core training activities targeted at mid-level government planners and specialists were also upgraded to emphasize and highlight practical policy measures and strategies for addressing specific problems of structural imbalances in Africa at the country, subregional and regional levels.

In view of the understanding that UNDP intends to withdraw support for the core training activities, the management of the Institute has been engaged in a series of negotiations with various institutions and governments to co-sponsor particular training programmes. We are pleased to announce that some of these have already yielded positive results while the prospects for most of the others appear very favourable. Detailed accounts of these developments are contained in the sections that follow.

II. TRAINING PROGRAMME ACTIVITIES

During the 1988/89 academic year the Institute offered the regular two-year cycle of training programmes leading to the Master of Arts degree in Economic Development and Planning. This was made up of (i) The nine-month Basic Programme, (ii) three Short-term Specialization Programmes, and (iii) the Six-month Research Training Programme. Similar to the case last year, the highlights this year also were the executive training workshops to upgrade specific technical and management skills of senior government officials and specialists.

2.1. Executive training workshops

Two of these workshops were held during the period under review. The first was the two-week IDEP/EDI workshop on Public Expenditures Programming and Management organized for selected high-level francophone sub-Saharan African countries. The second was the six-week training workshop on Agricultural Sector Planning and Management for a group of high-level government officials but organized within the framework of the Institute's Short-term Specialization Programme. This second executive training workshop will therefore be examined later in section 2.3C below.

The two-week IDEP/EDI workshop was the second in a series, targeted this time at senior officials and executives selected from eight French-speaking sub-Saharan African countries: Burundi, Madagascar, Mali, Mauritania, the Niger, Rwanda, Senegal and Zaire. There were 26 officials altogether drawn from the ministries of planning and finance and the major spending ministries of agriculture, education, health and transport as well as from the central bank. These officials have direct responsibilities in policy formulation, implementation and the monitoring of public sector investment programmes and projects. The workshop was held at IDEP's premises and three of the Institute's teaching/research staff actively participated as resource inputs in addition to World Bank staff. While EDI provided financial support to cover participants' travel and subsistence, the Institute was responsible for logistics and secretarial support.

The workshop provided the participants with tools to improve their capacity to plan and execute medium term public investment programmes consistent with national priorities and resources. It also provided them with guidelines to prepare and implement annual budgets which make proper provision for funding of recurrent costs and are fully integrated with multi-year investment programmes. In implementing investment programmes, the participants learned how to adjust expenditure levels quickly to changes in the economic environment, both domestic and foreign, while protecting major development priorities. As part of the activities of the workshop, the participants prepared and discussed in group and plenary session, country case studies and reports on each of the countries represented at this workshop. The participants also had the opportunity to observe, on field visits, a small rural operations project including irrigated perimeters for rice, vegetables and bananas as well as a rural health project with strengthened basic services, improved supply and utilization of basic drugs, health education services and supporting primary health care.

2.2. The Nine month Basic Programme

Negotiations are fairly advanced in transforming and upgrading this first component of the Institute's two-year M.A. cycle of programmes into a higher level policy-oriented programme on Macro-economic Policy Analysis and

Planning. During the 1988/89 academic year, the basic courses offered in the programme were similar to that of the previous year but with enhancements and modifications in line with the new orientation.

There were altogether 13 main courses grouped under the usual six areas of study. The following is a breakdown consistent with the nomenclature in the Institute's Prospectus.

A. Economic Development and Structural Change

002. Development Economics: Resource Mobilization, Allocation and Management
003. Population and Development

B. Comprehensive and Regional Planning

004. Comprehensive Economic Planning
005. Regional Development and Planning

C. Macroeconomics

006. Macro-economic Analysis and Structural Adjustment
007. Public Finance

D. International Economics

009. International Trade and Finance
010. Economic Integration

E. Project Evaluation

011. Cost-Benefit Analysis of Investment Projects

F. Quantitative Methods and Tools for Economic Planning and Policy Design

013. National Accounts: Systems and Methods
014. Mathematics, Statistics and Modelling for Economic Planners
015. Computer Application for Economic Planners

Econometric Applications
Computer Programming

The courses were delivered by three full-time lecturers supplemented by four others on part-time basis.

The programme began on 7 November 1988 and ended on 18 July 1989. It was divided into two semesters with a two-week recess from 20 February to 5 March 1989 separating the first semester from the second. Each semester ended with an end-of-term examination.

Out of a total of 115 candidates who were offered admission, 51 from 21 different African countries reported for enrolment. The relatively encouraging enrolment figures were the result of an impressive fellowship mobilization effort on behalf of potential trainees by the Institute's management. These efforts yielded positive results by attracting fellowships for the Nine-month Basic Programme from such new donors as Commonwealth Secretariat (6), World Bank (4), and some NGOs (4) in addition to the regular sources, viz. UNDP/IPF (16) and USAID (16), among others. However, at the end of the programme, only 47 trainees from 20 African countries took the final examination. Out of the 47 trainees who fulfilled all requirements, 39 were successful and they have thus qualified to be awarded IDEP's Diploma in Economic Development and Planning. Among the successful candidates, 2 earned the grade "Very Good", 22 earned "Good", while the remaining 15 obtained "Pass". Thus 24 of the candidates have fulfilled one of the prerequisites to enrol in the other components of the M.A. programme.

2.4 Short-term specialization programmes

This is the second component of the set of three programmes that constitute the complete M.A. programme cycle. There are four main options and prospective M.A. candidates must enrol in at least one and pass with the grade "Good" or above in order to enrol in the final segment for the thesis research. These short-term programmes of six-twelve weeks duration have become very popular as they are short, practical and empirically oriented with course modules designed to simulate actual field experience. During the year under review the target group has varied, for particular programmes, from the traditional mid-level government planners or specialists to high-level officials and executives from the public sector. The latter target group has increasingly become the audience for some of the specialization programmes where policy-oriented course modules are included to simulate strategies and reforms related to the contemporary African economic crisis.

A. Industrial development in Africa

The curriculum followed was similar to that of the previous year excluding one course module. There were five main modules as follows:

A:01. Macro-Policies of Industrialization: Industrial Development Strategies and Trade Policies

A:02. Public Sector Enterprises and Industrialization Industrialization and Regional Development

A:04. Quantitative Techniques of Industrial Planning and Policy Design

A:05. Micro-Planning, Design and Evaluation of Industrial Projects

The courses were offered by a team of two full-time lecturers supplemented by five part-time lecturers.

The programme began on 7 November 1988 and ended on 10 February 1989. Out of a total of 37 candidates offered admission, 31 from 13 different African countries reported for enrolment. By the end of the programme, 30 of the trainees enroled had completed all the course requirements including the final examinations while one audited the courses. Out of the 30 candidates, 10 passed with the grade "Very Good", 15 passed with "Good", 2 obtained ordinary "Pass" while the remaining 3 failed. From the group of successful candidates, 25 fulfilled one of the eligibility requirements to continue in the M.A. degree programme.

Preliminary negotiations continued during the year under review to solicit assistance from UNIDO in co-sponsoring the programme with the Institute. Among the needs expressed by the Institute are a programme officer, funds for short-term consultants, fellowships, some equipment and training materials. It is anticipated that these negotiations would yield some positive results by the next academic year.

B. Population, human resources and development in Africa

This UNFPA/IDEP programme, project RAF/88/P19, was formally launched, as planned, at the beginning of the 1988/89 academic year. As noted in last year's progress report, this is a four-year joint project on population, human resources and development funded by UNFPA and organized by IDEP with the following two broad objectives:

- To assist African development planners to better appreciate and integrate population and related human resources factors into development policies and programmes;

- To stimulate both policy-oriented research and research-for-training into pertinent population, human resources and development issues in Africa.

The programme has two main dimensions. The first is a course on population and development offered as an integral part of the regular Nine-month Basic Programme. The second is the core training activity offered as the Three-month Specialization Programme on Population, Human Resources and Development in Africa.

During the year under review, the course on population and development was offered during the first semester for 14 weeks from 7 November 1988 to 17 February 1989. The course was delivered by the project co-ordinator and covered the following main topics:

- The population situation in Africa: population characteristics

- Population dynamics and analytical/methodological aspects

- Population and development interrelationships

- The design of population policies: integrating population into development

- Case studies of selected countries

All 51 trainees enroled in the Nine-month Basic Programme benefited from this first attempt to integrate population- and development- related themes and concepts into development planning.

The Three-month Specialization Programme on Population, Human Resources and Development was offered between 10 April and 30 June 1989 for 21 participants from 21 different African countries. All participants were drawn from the field, specifically from the ministries of planning, labour, manpower, employment and related sectoral ministries and parastatals. UNFPA awarded 20 fellowships while one had a UNDP fellowship. The participants were selected from a total of 106 applications from 35 countries.

The programme curriculum followed has its roots in the 1986 UNFPA/ILO/IDEP expert group meeting but this was later redesigned by the new programme co-ordinator. It has the following seven main course modules:

B:01 Population and Development Interrelations

B:02 Labour Market and the Labour Process

- The Labour Market Mechanism: The Informal Sector and Skill Acquisition

B:03 Manpower and Employment Planning/Human Capital Accumulation

B:04 Regional Development and Resource Mobilization

- Basic Needs; Child Workers and Youth; Women Work and Development

B:05 Policies and Programmes - Wages and Incomes Policies; Structural Adjustment Policies; Population Policies

In order for the participants to better appreciate the interrelationships between population, human resources and development, a one-week computer application session was organized mid-way in the programme. The Training Module I (TMI) developed by ILO was used in projecting population trends and highlighting the relationships between population and health, education, and labour force participation.

The resource persons mobilized to cover the various course modules were drawn from the relevant organs of the United Nations (ECA, ILO), Dakar University and government services in Senegal. They represent a wide range of expertise and

background in both English and French languages. IDEP's own resource persons who participated included the programme co-ordinator and three regular teaching/research staff.

The course format included lectures, group projects and workshops, individual presentations and written reports, and the computer workshops. Out of the 21 participants who took the final examinations and fulfilled all course requirements, 17 were successful. Of this number, 1 passed with the grade "Very Good", 4 with "Good" and the remaining 12 obtained ordinary "Pass". Among those who passed with the grade good or above, only one has also satisfied minimum requirements in IDEP's Nine-month Basic Programme and thus is eligible for enrolment in the Institute's M.A. thesis programme.

C. Agriculture and rural development in Africa

The first-ever short term specialization programme of the Institute on the priority sector of agriculture and rural development in Africa was successfully implemented during the period 7 November to 16 December 1989. As noted in Section 2.1 above, the actual organization and running of the programme made it look more like an executive training workshop in view of the target group adopted as participants in this maiden offering of the programme. This target group was made up of senior government specialists and executives in the field with responsibilities for policy formulation, implementation and follow-up with respect to agricultural sector planning and rural development.

While the programme is expected to cover a period of three months normally, this special inaugural session was organized over a period of six weeks only in view of the target group, the members of which cannot usually leave their responsibilities over longer term periods. As this was a trial run of the programme it was decided to limit it to officials from anglophone countries of Africa. It was also decided to provide full accommodation for all participants, quite unlike the usual practise for participants of the Institute's regular programmes of three-month or nine-month duration. UNDP allocation of $US 80,000 for fellowships in the core budget was earmarked for financing the participants of the programme. A total of 62 applications were reviewed by the selection committee which admitted 21 candidates. At the opening of the programme on 7 November 1988, 18 participants from 10 African countries reported for enrolment.

The Director and teaching/research staff organized as a task force to design a preliminary curriculum for the programme. This was subsequently revised to make it compatible with the curriculum devised at an expert meeting on food policy management training programmes in Africa organized jointly by the World Food Council (WFC), the European Centre for Development Policy Management (ECDPM), and the African Development Bank (ADB) held in Abidjan, Cote d'Ivoire, from 6 to 8 February 1989. The curriculum followed has six modules as follows:

C:01 Institutional Structure of the Agrarian System

C:02 Agricultural Resources and Production

C:03 Food Strategies and Food Policy Management

C:04 Structural Adjustment Programmes and Agricultural Development

C:05 Agricultural Sector Policies, Project Analysis and Sector Master Plan

Resource inputs for the various course modules were mobilized from the FAO African Regional Office, ECA, the Institut sénégalais de recherches agricoles (ISRA), Dakar University as well as a CAPPA model consultant to supplement IDEP's own inputs. Training materials were assembled from FAO's Rome headquarters and its Accra regional office as well as from EDI-World Bank, ECA and WFC.

There was special emphasis on practical application during the programme. Aspects of this included the use of actual case studies, field visits, surveys and experiments at agricultural research stations and projects of ISRA around Senegal. A special computer simulation package, CAPPA, developed by FAO was used to simulate agricultural sector planning and programming scenarios in actual real world setting of various African economies. This involved integration into the agricultural sector plan elements of population projections, macroeconomic plan and projections, demand for food and other products, production of food crops and exportables, foreign trade, production targets and food self-sufficiency. Participants took along copies of the computer software programme on the CAPPA model on diskettes for experimentation in their duty stations.

By the end of the programme all the 18 participants enroled had completed all course requirements including the final examination. All 18 candidates were successful out of which 10 earned the grade "Very Good", 6 passed with "Good", and the remaining 2 obtained ordinary "Pass". A follow-up inquiry revealed that about 75 per cent had installed their CAPPA models on their micro-computers and about 25 per cent were considering ways of designing their own country data sets for use in simulating various scenarios of their agricultural sector plans.

Preparations for the 1989/90 programme were begun but got stalled over funding procedures requiring reallocation of an additional sum of $US 30,000 already approved to the budget line for fellowships earmarked for organizing the programme. There was undue delay in authorizing this shift of resources and when finally the approval came, it was too late to announce the programme originally scheduled to start 6 November 1989 at the beginning of the 1989/90 academic year. As noted on pages 10-11 of last year's progress report (ref.CA/31/1-89), the target group and the duration of the programme compels the Institute to provide full accommodation for all participants. This necessitates raising the fellowship allocation per participant well above the level of the fellowship for regular trainees of the Institute. It is therefore hoped that the block of funds already approved will be transferred to the 1990 calendar year and this decision made early enough to facilitate running of the programme during the 1989/90 academic year.

2.4. The Six-month Research Training Programme

This is the final component of the two-year cycle of programmes leading to the M.A. degree in Economic Development and Planning. The programme also admits African research fellows sponsored by their governments or accredited agencies who wish to undertake specific research at the Institute. Upon successful completion of their research, they are eligible for the award of certificates of participation.

During the year under review, 16 trainees qualified and were admitted to write their M.A. theses. Out of this, two have successfully defended their thesis manuscripts while four others have completed their work and are preparing for their defence. The turnout this year has been rather low in view of several factors. The criteria and guidelines have been upgraded for the supervision and approval of the M.A. thesis. Also about 5 out of the 16 candidates who are nationals of the host country were recalled into their ministries at the start of the programme and have since not shown significant progress in their research. Such absenteeism is likely to be alleviated with the introduction of tuition fees during the next academic year. Moreover, eligibility criteria will also be streamlined to ensure that only those capable of meeting the new upgraded requirements and guidelines will be admitted into the programme.

III. RESEARCH, ADVISORY SERVICES AND SEMINARS

Research activities during the year under review involved staff research for seminars, consultations with inter-governmental agencies and institutions, and publication of some of these research reports. Research effort was concentrated in three main subject areas:

Macroeconomic Policy Analysis, Structural Adjustment, Trade and Development

Population Dynamics and Development

Privatization and Public Enterprises

Country case studies of selected African countries involving macroeconomic modelling characterized the first subject area. A series of conference papers including some journal articles dealt with the second subject area. Finally, the third main area is the subject of a seminar to be organized jointly by IDEP and the Centre for Research in Economic Development (CRED) of the University of Michigan.

3.1. Macroeconomic Policy Analysis, Structural Adjustment, Trade and Development

Two country case studies were prepared, commissioned separately as consultancy projects by international research agencies. The first was a study by the then Director of the Institute on: Stabilization, structural adjustment and growth in Africa - A case study of Senegal. This study was commissioned by

ECA as part of the background papers for discussion at a meeting of the international advisory board set up to design the African Alternative to Structural Adjustment Programmes. The paper was presented and discussed at the meeting held at ECA in December 1988. It has subsequently been revised and is available as one of the contributions in the 1989 edition of IDEP's Staff Discussion Papers Series.

The second country case study prepared by a teaching-research staff member is on Ghana and was commissioned by the joint Rockefeller/Commonwealth Secretariat project on trade and development in sub-Saharan Africa. Preliminary versions of the paper had been presented at mid-term review meetings of the project culminating in a final Symposium on Trade Policies and Exchange Rate Management held in Nairobi from 13 to 17 March 1989. The project also involved a trade policy dialogue conducted by the staff member with ministers and senior government officials in Ghana on Ghana's policy stance with regard to multilateral trade negotiations and associations. The final draft of the paper has since been completed and submitted for publication as one of the contributions in a book of readings: Frimpong Ansah et al. (eds.), Trade and Development in sub-Saharan Africa, Centre for Economic Policy Research Publishers, London (forthcoming, 1990).

A derivative of the country case study on Ghana was presented at an international conference on economic reforms in Africa organized by CRED University of Michigan, funded by USAID, and held in Nairobi, from 8 to 12 May 1989. The title of the paper was Economic Reform in Ghana and it has also since been revised and published in the Proceedings of the Conference.

3.2. Population dynamics and development

The programme co-ordinator and staff of the UNFPA/IDEP projet RAF/88/P19 have contributed significantly towards the research effort at the Institute during the period under review. A total of six research papers were completed and presented at seminars, with one of these published in an academic journal. Below is a brief listing of the papers:

- A paper on "Urbanization Policy in Senegal: Drawing on International Experience" was presented at IUSSP Seminar on Population Policy in sub-Saharan Africa held in Kinshasa, 27 February to 2 March 1989;

- A journal article on "An Overview of Rural Migration and Agricultural Labour Force Structure in Africa" was published in African Population Studies, No. 1, UAPS, November 1988;

- A presentation on "Population, Human Settlements and Sustainable Development in Nigeria" was made at a Workshop on Environment and Sustainable Development, organized by the Federal Ministry of Housing of Nigeria in Abuja, April 1989;

- A paper on "Overview of International Labour Migration in Africa" was presented at IUSSP/UAPS African Population Conference held in Dakar, 7 to 12 November 1988;

- A paper on "Demographic Challenge to Development in Africa: Implications for Policies and Communication Strategies" was presented at a Seminar on Population for African Journalists, organized by UNESCO in Yaounde, 10 to 12 May 1989;

- A report on "Fecondite" was presented at IRD/DHS Seminar on Popularising Results of the Study on Demography and Health in Senegal, held in Dakar, 6 to 8 March 1989.

These papers are available as contributions in the 1989 edition of the Institute's Staff Discussion Papers Series.

3.3. Privatization and public enterprises in Africa

This is the title of the international policy seminar planned to be organized by the Institute in collaboration with the Centre for Research in Economic Development (CRED) of the University of Michigan, USA. The seminar is tentatively scheduled for 7 to 11 May 1990 and during the year under review, preparations and planning continued. In the negotiations for job sharing and division of labour between IDEP and CRED, the main areas of preliminary agreement are the following:

IDEP's responsibilities:

- prepare background paper on structural adjustment programmes and Privatization in Africa;

- identify and invite, in collaboration with ECA, high-level African government officials and executives of international agencies;

- provide logistics and secretarial support during the seminar;

- mobilize funding from UNDP, the Friedrich Ebert Foundation and/or other funding agencies.

CRED's responsibilities:

- prepare background paper on the analytical and theoretical framework of privatization;

- identify and solicit authors of analytical papers and country case studies;

- prepare files containing training materials for seminar participants;

- mobilize supplementary funding from USAID.

A joint meeting is being planned between officials of the two institutions in order to consolidate the gains made so far and finalize the preparations towards the seminar scheduled to be held in Dakar on the date decided. The basic structure and outline of the seminar has already been defined. It consists of two main sections. The first deals with the background and analytical papers followed by discussion. The second section deals with presentation of the country case experiences and discussion, policy recommendations and conclusion. The details of the outline are expected to be filled in and reviewed during the planned meeting and consultation between IDEP and CRED.

IV. RESTRUCTURING AND BILATERAL INSTITUTIONAL SUPPORT

The document provides a comprehensive account of the proposed restructuring of the Institute's activities during the 1990s but particularly over the 1990-1991 biennium covering the final phase of the UNDP Fourth Programming Cycle. A brief outline of the main highlights is presented here.

In line with the new orientation and strategy over the Fourth Programming cycle, the structure of IDEP's activities in the 1990s will continue to reflect the basic functions mandated initially but with a shift in emphasis to research, advisory services and short-term training schemes in demand by African Governments and institutions. Thus the new programme structure envisaged will consist of the following two main components:

A. Research and Advisory Services

- Institutional research
- Advisory and consultancy services
- Publications

B. Restructured Training Programme with Bilateral Institutional Support

- Training programme in macro-economic policy analysis and planning in Africa
- Short-term executive training activities
- Training government specialists in IDEP's traditional short-term specialization programmes.

The cornerstone of the institutional research programme will be the set of economic models to be developed at the country, subregional and regional levels. They would be of two different forms. The first group will be short-term macro-economic models to simulate and project implications of fiscal and monetary policy instruments. The second group will be long-term planning models for use in sectoral, regional and comprehensive economic planning. The research programme would also entail the organization of conferences, seminars and workshops. The

advisory and consultancy services component would apply the research findings to advise African Governments and institutions, inter-governmental regional organizations and regional offices of United Nations specialized agencies. Finally, output from research and consultancy services projects will be published and disseminated to various interested parties.

Given the continuing interest shown by African Governments in the Institute's core training activities but faced with the probable withdrawal of UNDP in funding these activities, management has been soliciting bilateral institutional support for a re-designed structure of these activities. One of these is support from the Japanese Government for a restructured Nine-month Basic Programme where the focus will be on training high level experts in macro-economic policy analysis and planning. Another area of emphasis will be the extension of short-term executive training activities to cover both executive training workshops and training of trainers workshops. Finally, negotiations are in progress to mobilize the support of various institutions in co-sponsoring each of the four traditional short-term specialization programmes offered by the Institute. As noted in section 2.3 above, UNIDO has been requested to support the programme on industrial development in Africa. The programme on population, human resources and development in Africa is already fully supported by UNFPA. Similar support is being sought from the Netherlands Government for the programme on agriculture and rural development in Africa, and from UNEP for the programme on energy, environment and development in Africa. The assistance requested involves funds for recruiting short-term consultants, equipment, training materials, and fellowships, among others.

It is hoped that African Governments as well as UNDP will continue to provide some support, in addition to those being sought, in order that the Institute can continue to provide policy advice in development and planning through training, research and advisory services as mandated by the founding fathers.

V. WORK PROGRAMME FOR THE 1989/90 ACADEMIC YEAR

The structure of IDEP's activities over the 1989/90 academic year will follow the design of the new restructuring process now unfolding. Thus the new programme structure will consist of the following four main components:

A. Research and advisory services

B. Conferences and seminars

C. Short-term executive training workshops

D. The basic core training programme

A. Research and advisory services

1. It is anticipated that funding will be provided to recruit a new research expert to co-orginate the proposed new research and advisory services programme of the Institute. The expert will be engaged in developing the preliminary drafts of prototype models for a typical African country of the following forms:

- short-term macro-economic simulation and forecasting model;

- long-term planning model such as the so-called computable general equilibrium type.

2. Individual teaching/research staff will continue to undertake research initiatives for conferences, seminars and workshops organized by IDEP as well as those organizes by external agencies.

3. Each member of the research and teaching/research staff will be disposed to undertake assignments of advisory services on demand from any African government or institution.

B. Conferences and Seminars

The high-level policy seminar on PRIVATIZATION AND PUBLIC ENTERPRISES IN AFRICA is being organized jointly by IDEP and the Centre for Research in Economic Development (CRED) of the University of Michigan. It is scheduled to be held in Dakar from 7 to 11 May 1990.

C. Short-term executive training workshops

1. The IDEP/EDI World Bank Workshop on Public Expenditures Programming and Management is scheduled for the two-week period, 19 February to 3 March 1990. It is being organized for selected French-speaking countries of sub-Saharan Africa.

2. An IDEP/UNEP Training Workshop has been proposed on the subject: Environmental and Economic Appraisal of Dryland Development in Africa. The tentative date and venue are yet to be determined.

D. The basic core training programme

All the three components of the regular core training programme will be offered during the 1989/90 academic year. As noted in earlier sections, however, major modifications are envisaged especially in terms of target groups, duration as well as in the structure of the various course modules to emphasize their practical orientation and policy implications. The main components of the programme are:

1. The Nine-month Basic Programme in Macro-economic Policy Analysis and Planning

2. The Short-term (6-12 week) Specialization Programmes

   - Industrial Development in Africa
   - Population, Human Resources and Development in Africa
   - Agriculture and Rural Development in Africa

3. The Six-month Research Training Programme

VI. CONCLUSION

It is about two years since the Institute believed it was at the threshold in transforming the structure of its activities from a predominantly training and training-related set of activities to a new structure with emphasis on research and advisory services to its patrons and clients, the African Governments and institutions. It is however frustrating to note that after such a long period of waiting and high expectations, the needed infrastructure is still not in place to set up the planned research and consultancy services unit and launch the new set of programmes which were to be the centrifugal force for insuring the viability and survival of the Institute in the years to come.

We are therefore back at the stage where a new proposal has to be drawn up in order to re-emphasize the same priorities that were highlighted before, with the hope that, this time, the message will be registered. Thus in this document, we have presented a plan for restructuring the activities of the Institute that will satisfy the expressed needs and aspirations of our clientele who continue to be the African governments and institutions. An additional dimension introduced this time is the list of sympathetic and friendly governments and institutions willing to provide support in various forms to particular segments of the Institute's activities. The prospects are therefore bright that the restructured core training activities will be preserved through bilateral institutional and donor support. Funding of some of the core posts may be assumed through these extra-budgetary resources. It is still hoped, however, that the long standing request to the UN General Assembly to take up the funding of four core posts will be satisfied. As it appears that this support is unlikely over the 1990-91 biennium, an interim measure could be where provisional arrangements are made for UNDP to take up this responsibility at least over the 1990-1991 biennium.

In addition, we wish to renew our request for the establishment of the proposed research and consultancy services unit. The projects proposed are unique and include advice to governments in drawing-up their long- and medium-term plans, budgets, economic recovery programmes as well as debt management and negotiation strategies with multilateral financial agencies. These are not services currently provided under existing UNDP-funded projects and hence there is unlikely to be duplication of functions as has been feared. It is therefore our hope that soon after the proposed UNDP evaluation mission early in 1990, the necessary funds will be committed to recruit the required staff, acquire the

necessary equipment and launch the long-awaited research and consultancy services programme so that the Institute can fulfil its research obligations as planned.